

Paul H. Dixon  
State of the College Address  
September 9, 1996

Unedited Transcript

00;00;00;06 - 00;00;18;12

Paul H. Dixon

one of the things that we do as we begin each year together as a college family, not only for those who are joining with us, but for all of us who've been around for some 5:10 2020 5:30 years is to be reminded who we are as a college.

00;00;19;01 - 00;00;43;18

Paul H. Dixon

And to do that, we always like to take a fresh look at our mission, why we exist at Cedar Ville and for many, many years. In fact, for decades, cedar build exists to offer students an education consistent with biblical truth and everything that we do at sea to build us, go back to our mission.

00;00;43;18 - 00;01;09;29

Paul H. Dixon

And to accomplish that, we have seven stated objectives. The first one is to undergird the students of the fundamentals of the Christian faith and to stimulate him to evaluate knowledge in the light of scriptural truth. We have our doctrinal commitment that is solid and the necessity of biblical integration that takes place in the classroom, and it should

00;01;09;29 - 00;01;30;05

Paul H. Dixon

take place in all of our lives to encourage growth in Christian character and each student. And to help the student accept his responsibility and faithful Christian service, we think that that's accomplished in numerous ways. And one of the ways is the emphasis that we do place on chapel.

00;01;31;00 - 00;01;46;11

Paul H. Dixon

That's why we're spending the millions of dollars to construct the new ministry center and the new chapel so we can have everyone together as a college family. We not only expect our students to be there in chapel, but we expect our faculty to be there.

00;01;47;11 - 00;02;11;16

Paul H. Dixon

We are the role models and the students know that expectation for them and for us. It's been unfortunate that in recent years, because of the crowded conditions, we've not been able to continue to have the staff with us on Monday mornings, with the Lord willing once we move into that new ministry center on October the seventh, we

00;02;11;16 - 00;02;26;29

Paul H. Dixon

will have remedy that and the staff will be expected to be there on Mondays. Except for those Mondays when I'm not speaking, and then you'll

have the opportunity to choose whatever Chapel Day that week you would like to attend.

00;02;27;10 - 00;02;48;02

Paul H. Dixon

But again, the staff would be expected to attend once a week. We also believe that this is accomplished through the emphasis that we place upon the local church and as a college family, our students need to see us modeling commitment to our Lord and to his church.

00;02;48;19 - 00;03;13;12

Paul H. Dixon

And so faithfulness and attendance and being involved in being good role models in that area is very important. Another way that we model this in front of our students is how we treat one another, as some of us know, having been having received at least part of our training in a secular environment, the tension that exists often

00;03;13;23 - 00;03;34;11

Paul H. Dixon

administration and faculty and sometimes faculty, the faculty and often faculty to staff and at a Christian college like cedar bill that just shouldn't be. And we're so grateful that as a whole, over the years and over the decades, there's been such a wonderful relationship that existed.

00;03;34;23 - 00;03;56;04

Paul H. Dixon

Administration, faculty and staff and the students see that, and it certainly marks them in a wonderful way. The same way with faithful Christian service as we're involved in evangelism and we're involved in disabling them, and we're committed to second Timothy to to then this is accomplished yesterday.

00;03;56;29 - 00;04;20;23

Paul H. Dixon

I had the privilege of speaking in Greenwood, Indiana, that's south on 65 from Indianapolis. I was invited there by two of our graduates. Those young men graduated from Bethesda Christian School in Branzburg, Indiana, together from Don Tyler's Church, one of our trustees.

00;04;21;17 - 00;04;40;20

Paul H. Dixon

And then they came to Cedar Bill and they graduated from Cedar Ville together in 1985 and in 1993 they planted a church together. And it's just exciting to see how God is blessing them and how God is using them and the way that we as a college have marked them.

00;04;41;10 - 00;04;58;14

Paul H. Dixon

In fact, I could get over, you know, one of them used to be one of my preachers pals when I was the evangelist that have the boys and girls get up and sing. And I think we even have some faculty and staff who used to be preachers pals, and they wanted to all the congregation to know that

00;04;58;14 - 00;05;14;00

Paul H. Dixon

as I spoke on this third anniversary of the church that this one was a preacher's power and they've both been in the evangelistic meetings. And then, as the senior pastor introduced me, he he read from my book on the joy of discipleship.

00;05;14;15 - 00;05;31;28

Paul H. Dixon

Now you have to understand I don't write books. I still understand how I ever got around to writing that one. And it was written years and years ago, as my wife says, it was one of my bestsellers. It's not in print anymore, but there's probably plenty of them around if you want to buy them.

00;05;32;28 - 00;05;56;09

Paul H. Dixon

And I've actually read from my book, and I think it was published probably close to, you know, 15, 20 years ago is the first one I ever knew who read it any. And it was read publicly. I, you know, it's it's amazing how how we do have an impact upon our students and the opportunity that is ours

00;05;56;09 - 00;06;12;28

Paul H. Dixon

to model number two. Number three is to increase the students awareness of the world of ideas and events which are influencing our contemporary culture and to prepare the student to knowledgeably participate in our society. The first to stress our conservatism.

00;06;12;28 - 00;06;28;29

Paul H. Dixon

And now we begin to show our progressiveness. And that's kind of what gives Cedar Village niche. We make no apology for our conservative theological stance. We make no apology with where we stand relative to the culture and our conservative values today.

00;06;29;07 - 00;06;45;17

Paul H. Dixon

But at the same time, it's important to be progressive and we've endeavored to do that and we'll continue to do so, as you'll see in some presentations that will follow for this to enable the student to develop sound critical and analytical reasoning.

00;06;46;11 - 00;07;00;27

Paul H. Dixon

I was standing in the line going through the cafeteria before I left yesterday with the staff and some of their people. And again, while the pastor said, You know, I'm so grateful that at Cedar Bill, I, I was taught to think.

00;07;01;29 - 00;07;15;14

Paul H. Dixon

I knew where we stood, Dr. Lee, but I was allowed to think through things and work through things, and that is truly helped me as we have started this church and as I've gone on to build a family.

00;07;16;04 - 00;07;29;12

Paul H. Dixon

I sat there with some more of our graduates and we were talking about the music issue and I would tell them, Hey, I'm just amazed over the how people get all bent out of shape over Christian music today.

00;07;29;12 - 00;07;49;11

Paul H. Dixon

And you just can't believe what I guess you can. What an issue that is out there in the churches. It just dominates. It's almost like it's the number one fundamental of the faith, you know, is Christian music. And one of our graduates, who's also served in our alumni council spoke up and has a very progressive approach with

00;07;49;11 - 00;08;01;25

Paul H. Dixon

her own children and what they can listen to in Christian music and so forth. And so some of some people won't listen to the words. Some of that contemporary music has tremendous words, and she was talking about that.

00;08;02;03 - 00;08;17;21

Paul H. Dixon

But she said it was at Cedar Bill that I learned to think like this would see the bill that I was, that I learned that you can you can work through these things and you'll find out that Christians come at it with a different perspective and some are here and some here and some over here.

00;08;17;21 - 00;08;32;00

Paul H. Dixon

And yet you learn to appreciate each other's views and where they are and where they're coming from and and not to condemn one another to be patient with one another. And I think that's what No. four is talking about in so many different realms.

00;08;32;26 - 00;08;53;08

Paul H. Dixon

That's what makes Cedar Bill is to develop a thinking student. We don't pretend as an administration or faculty or staff to do all the thinking for our students, but rather to allow them to do that. five is to provide sufficient opportunities for students to practice the skills of communication.

00;08;53;23 - 00;09;13;13

Paul H. Dixon

We want them to be able to use the English language to be able to speak, to be able to write, and four and five certainly go together. six is to offer opportunities for academic specialization, preparation for graduate study, to assist the student in selecting and preparing for a vocation.

00;09;14;04 - 00;09;37;25

Paul H. Dixon

And that takes place in so many ways, not only formally but informally with them within our family. And seven is to foster the students appreciation of participation in wholesome application or cultural activities. And I encourage you as a faculty and staff to take advantage of those things do with all the plays and the musical presentations and the

00;09;37;25 - 00;10;03;04

Paul H. Dixon

athletic events and things that are here on campus. It's neat that we can enjoy these things as well as the students. That's who we are when it comes to our stated purpose, our mission, our objectives. But a number of years ago, we sat down and we thought about all the planning that we're constantly doing and as we

00;10;03;04 - 00;10;26;21

Paul H. Dixon

look toward the future, as we try to cast a vision not only for next year, but the next five years and even beyond that. What does that change? What are our benchmarks? These are certainly related to our mission and objectives, and I've already mentioned some of them, but let's just look over our our benchmarks for the 21st

00;10;26;21 - 00;10;51;11

Paul H. Dixon

century that we are mission driven. That it provides the direction for the college and that we do endeavor to consistently articulated before all of our constituencies. Our commitment to strategic planning, which has been so core to all that we've been able to accomplish in in recent years that the Bible minor for all students.

00;10;51;22 - 00;11;22;20

Paul H. Dixon

24 quarter hours will be required for every baccalaureate program, as we have already stated. Number four is the centrality of chapel. five is our commitment to evangelism and discipleship. six is our commitment to strengthening the Christian faith. Faith motivates emphasis on biblical scholarship and informed passion in the property and the propagation of the word of God.

00;11;23;24 - 00;11;44;22

Paul H. Dixon

Number seven is that we are a Baptist institution. We retain our doctrinal statement, historically identifying us as Baptist while offering an education to a broad diversity of Christian students. Without hesitancy, I often say that I have little patience with narrow views of the kingdom.

00;11;46;09 - 00;12;03;24

Paul H. Dixon

To me, a narrow view of the kingdom sometimes is narrow to the point that we say, well, if they aren't Baptist, then you know, they're somehow suspect. And then we even break that down within the Baptist, and

sometimes we are associated with the general association of Regular Baptist Churches.

00;12;03;24 - 00;12;25;18

Paul H. Dixon

We have great appreciation for that association. I serve in leadership positions in it. We're grateful for the historicity of Cedar Hill and the RBC. But God forbid that we as a college in the churches would have the view that the GRB that they're the only ones going to heaven, or that somehow they're the only ones who have

00;12;25;18 - 00;12;43;16

Paul H. Dixon

truth, and that we narrow our view of the kingdom that we can only somehow associate with that group or even broaden it to independent Baptist. Number of years ago, we said we're going to enlarge the opportunity for mission agencies beyond our approved agencies.

00;12;43;16 - 00;13;02;25

Paul H. Dixon

And so we started bringing in strong evangelical agencies that weren't even Baptists. But we're Baptists. In the same way, we endeavored to bring in a broad range of speakers because God is doing wonderful things out there in the United States and around the world and those who are committed to the word of God.

00;13;03;00 - 00;13;26;12

Paul H. Dixon

We're on the same team and we're swinging from the same side of the plate. And we thank God for it. And so this is how we try to balance this out as a Baptist institution. six. Unity on the doctrinal statement With acceptance of diversity in other areas unwavering and an unwavering way, we stand on our doctrinal statement

00;13;26;12 - 00;13;48;21

Paul H. Dixon

, but there are many things that are not spelled out. Within our college family and with our faculty, I would imagine that we would have some different views on divorce. I frankly have never heard much discussed as far as the different views that are held, but I know we've had some of the pastors in the local churches who

00;13;48;21 - 00;14;05;18

Paul H. Dixon

have different views. We have different views, probably on lordship. We have different views of whether it's a book that's been written on lordship or we have different views on Calvinism, whether it's five points or four points or three points.

00;14;05;18 - 00;14;28;13

Paul H. Dixon

We have a number of different areas where there is a broad diversity outside of the doctrinal statement. six. There's a distinction between a biblical mandate and an institutional preference. Some things are very

clear in scripture, those that are becoming institutional preference, just like we have individual preferences and family preferences.

00;14;28;27 - 00;14;49;09

Paul H. Dixon

Number six, one of our benchmarks is to be a caring family. seven is to offer comprehensive academic. Within a traditional liberal arts core, preparing graduates for graduate school and professional careers, twelve is that we are primarily an undergraduate institution.

00;14;50;14 - 00;15;05;10

Paul H. Dixon

Quality and undergraduate higher education is the core of the program at Cedar Bell, and when graduate programs are considered and as you'll hear they are being considered, they'll be started only if they enhance the quality of the undergraduate program.

00;15;06;04 - 00;15;29;10

Paul H. Dixon

Balance programing will maintain a responsiveness to the whole person with the resulting balance and the spiritual, the academics, the the professional, the personal, the social, the physical. seven is 14 is a strong extracurricular activities program. 15 is sound management principles.

00;15;30;17 - 00;15;57;02

Paul H. Dixon

16 non-government support as part of our commitment to independence and to the free enterprise philosophy the college operates, apart from direct support from the government. 17 is price value. Costs to students retain to remain competitive with lower cost competitors, while the value of the educational experience is equal to or greater than higher cost competitors.

00;15;58;25 - 00;16;16;27

Paul H. Dixon

one of the things is our students return. Is this whole business of value? You are aware that I get up every year in the spring and tell them how much their costs are going up. And then I let them see how much it's going to cost in other schools.

00;16;18;09 - 00;16;33;21

Paul H. Dixon

And I give given the annual speech and they may be able to go there cheaper and then go to see the bill because we don't allow for the level of financial aid. And then I always put up the overhead on the value, what they're going to get for their dollars and when they come back this year, you're

00;16;33;21 - 00;16;54;01

Paul H. Dixon

going to have this many new faculty in a new ministry center and renovated dorms and whatever the whole this. And in doing that now for 18

years. I don't think I've had great negative responses from students to the cost increase.

00;16;55;02 - 00;17;07;06

Paul H. Dixon

So because I don't get any response, I always wonder what's going on with the students, so I sit out in the dining hall and I say, Tell me why? Why don't we get any flak when I make those announcements?

00;17;07;25 - 00;17;22;10

Paul H. Dixon

And they say value. You put that up there, and it shows us where we're going to get for our dollars and all of us as students know that we are getting a good value at CityVille College and our parents know that do.

00;17;22;11 - 00;17;34;11

Paul H. Dixon

In fact, I've had some letters from parents this summer talking about what a good value it is. At the same time, I've had some letters from parents wanting me to help their students get more financial aid, and I understand that too.

00;17;34;13 - 00;17;56;11

Paul H. Dixon

But this is very important to us. 18 is assuring student access and this is difficult. The academic pricing and standards are set to provide opportunities for enrollment and degree completion by a diverse student population. 19 is strategic involvement in community development.

00;17;57;11 - 00;18;15;05

Paul H. Dixon

We think it's important for us to be involved in the Greater Miami Valley and numerous ways many of you are. I have the opportunity to be involved in the higher education community in the state of Ohio, in the business community and the Greater Miami Valley, and so many of you.

00;18;16;09 - 00;18;42;02

Paul H. Dixon

20 is recruitment, development and retention of personnel. We have to continue to get competent and dedicated people who will contribute to the long term benefit of the college and the value of its programs. So our stated mission, our benchmarks are very important to us as to who we are.

00;18;43;10 - 00;19;10;01

Paul H. Dixon

But I want to stress again. We are family. We think holistically. The president, the administrative team, it's not like we have an academic vice president, all he thinks about is the academic side or the development officer, and that's all he thinks about is the fundraising side and all goes in to develop.

00;19;10;19 - 00;19;31;18

Paul H. Dixon



We sit around as a team and everyone is able to, yes, support their area, but look at the whole college. And the same thing has been true historically of our faculty and our staff. Where we don't just get caught up in our office and our thing, but we look beyond that to the entire institution and we look

00;19;31;23 - 00;19;51;14

Paul H. Dixon

at each person and try to have a ministry in one another's lives. If it's just a passing smile or a passing handshake or or a tap on the shoulder or a note to someone who's been in the hospital or they've been bereaved or telephone call or an email message, we're family.

00;19;52;12 - 00;20;06;13

Paul H. Dixon

Now, I must say this, it's been my experience over the years as we talk about family, whenever you talk about family and you have to make some tough decisions, some personnel decisions, for instance, you're often going to hear.

00;20;06;14 - 00;20;21;11

Paul H. Dixon

Well, I thought we were family. I can't believe that you'd make a decision like that because we're family. Listen, I don't know about your family, but in my family and there are just three of us. There's my wife, Pat and son, Scott.

00;20;21;26 - 00;20;37;03

Paul H. Dixon

There were decisions that had to be made that didn't please everybody in the family. It wasn't always a fun time. There were some tough times and there were decisions that were made that everybody in the family did not understand, and there were only three.

00;20;37;28 - 00;20;51;28

Paul H. Dixon

So you could imagine what it's like. That's true in your families. You can imagine what it's like when we have about 400 others. We make some family decisions that everybody's not going to understand. They're going to be some policy decisions.

00;20;51;28 - 00;21;13;16

Paul H. Dixon

They're going to be some personnel decisions, but it's still related to our family that's beyond us. It's our family of college trustees, as well as administrators and faculty and staff and students. A family of graduates and parents, pastors and friends.

00;21;14;14 - 00;21;33;15

Paul H. Dixon

Who we are. Well, where are we? We are looking at an enrollment last year of 20 454, and we've done our best to try to control the enrollment this year and bring it in around 20 500 and it looks like it's it's going to be in that general area.

00;21;35;15 - 00;21;53;09

Paul H. Dixon

We've had a good year as far as applications, but I must tell you that the applicant pool. Whereas we are used to it going up significantly every year went down this year. I haven't seen I don't know what to tell you the actual number.

00;21;53;09 - 00;22;09;25

Paul H. Dixon

I'll just give it a stab. But let's say last year we had 2000 applicants in the ballpark. This year we'll probably have in the ballpark of 18 hundred and 75 applicants. Apparently that's happened across the state of Ohio.

00;22;09;26 - 00;22;31;03

Paul H. Dixon

We blocked it. I just talked to someone who's on the board of trustees at a major university private university in the area, and he tells me that they're down 100 students this year. I've talked to some leadership throughout the state and there are a number of schools down this year and a number of schools were down in

00;22;31;03 - 00;22;52;24

Paul H. Dixon

applications who are up in enrollment because they experienced the same thing we did. The lower acts and the lower SATs just didn't apply where we lost. And this is a generalization, but where we lost our applicants, it appears that there are those who are fearful they aren't going to get in.

00;22;53;27 - 00;23;17;11

Paul H. Dixon

And so over the last two or three years since we've tightened things, they don't want to go through that process. Are acceptances are up? And that's really the bottom line, the bottom line is not numbers of applicants. The bottom line is how many do you accept, which says that there were higher acts higher as it is applying

00;23;17;15 - 00;23;36;26

Paul H. Dixon

? And so the acceptances are up, which makes for a strong class. And as I said, we we do, I just Dave forms be called me last night and said we still have some on the waiting list. We look to have somewhere in the neighborhood of 20 500 students, but it is a reminder to us, I.

00;23;38;24 - 00;23;57;26

Paul H. Dixon

Last year, a number of Christian colleges were up who hadn't been up in years, and so they they did an article in Christianity today on these schools, and I read statements by the admissions directors about how wonderful it was to be up instead of being down and how all of our problems are over.

00;23;57;27 - 00;24;14;06

Paul H. Dixon

We've gotten over the hump relative to, you know, the declining number of available high school students and the future is all bright. You guys just don't know what you're talking about. It is going to continue to be tough.

00;24;15;02 - 00;24;35;25

Paul H. Dixon

Anyone who sits back and says, Hey, we're home free because there's a mini baby boom about to be upon us and come to the colleges are, Oh, it's a new day. It's a difficult day. And at sealable college, we must even do more to get the word out, to recruit, to broaden our constituency, to tell people about

00;24;35;25 - 00;24;49;18

Paul H. Dixon

suitable college. I must do that as president. The administrators are part of it, all of you as faculty and staff. When I came back in 1978, I said, I don't want anybody going out into a church to speak that you don't take literature with you.

00;24;49;29 - 00;25;05;16

Paul H. Dixon

And I'm saying in 1996, when you go out of the church and speak, you think about promoting Cedar Bill. I mean, you have to always be telling the story. If we're not excited about CityVille College, nobody else is going to get excited about it.

00;25;05;22 - 00;25;28;27

Paul H. Dixon

And so it's up to us to go out there and to continue. It's a restart all over again right now. Start all over again for the student body in 1997. We will have approximately 250 students off campus. I would hope that we can wait another couple of years before we could build another dormitory.

00;25;29;12 - 00;25;47;01

Paul H. Dixon

But as many of you know, when we get up there around 300, we are maxing out the capability of the community to take our off campus students. What about the ministry center? And where is it? How does all of that stand?

00;25;47;05 - 00;26;09;29

Paul H. Dixon

Well, Leigh Hunt has given me this report, and I just can't say enough for Lee and for Raleigh Paul Storper together as they've worked with John Anglia to pull this thing off out there. And every time you see it from an exterior point of view interior, it is just a marvelous facility.

00;26;10;23 - 00;26;37;15

Paul H. Dixon

But here is the latest report. The pews are arriving today. Be moving in. Remainder of office and studio furniture. This week. The actual occupancy

of the offices and the studios is scheduled for the 14. We're by. Have that calculated correctly, that's on Saturday.

00;26;38;20 - 00;27;01;19

Paul H. Dixon

The base coat of blacktop is to be placed Friday and Saturday. The classroom furniture is to arrive a week from today. The recital hall seating is to be installed a week from today. The sidewalks are to be finished on September the 19th.

00;27;03;13 - 00;27;24;10

Paul H. Dixon

The finish layer of blacktop is to be installed September the 20th. They will finish the new installation September the 27, they're ahead of schedule on that, and we're very thankful. The lobby and the chapel are to be ready for occupancy October the fourth.

00;27;26;11 - 00;27;50;23

Paul H. Dixon

They are to install the organ and have it tuned for our first chapel service in their October the seven. The audio visual, those are to be up and running by October the eighth. Which means, Dr. Jeremiah, you get to use it all, and I only get to use part of it, but we'll have it ready for you

00;27;51;12 - 00;28;17;08

Paul H. Dixon

. The landscaping is expected to be finished by Homecoming. When classes start, barricades will prevent use of the main front entrance and the central part of the lobby. Due to the fact that the subcontractor who was responsible for the tower and the glass and the tower and the wharf in that area went bankrupt.

00;28;18;18 - 00;28;34;01

Paul H. Dixon

So there is a temporary rule. In place of the final glass roof in the tower, people have asked, you know, is that yellow going to stay up there? Sure, that's we're going to put blue and yellow up there.

00;28;34;01 - 00;28;59;22

Paul H. Dixon

The seatbelt color satisfactory entrance through the front of the building will provide it be provided until the glass is installed as scheduled before the dedication. You are discouraged on taking non-official tours and wander throughs from now until the finish date.

00;29;01;00 - 00;29;28;18

Paul H. Dixon

There are many freshly installed and wet finishes which are damaged by unescorted visitors. The contractor is responsible for damages to the finishes and personal injuries to the visitors. The contractors ask that even future residents of the building resist the urge to visit until the building is actually turned over to see columns.

00;29;29;05 - 00;29;50;18

Paul H. Dixon

So that's our schedule. I would encourage all of us to be patient. I know there have been many faculty who've been relocated to other offices. Maintenance is just been inundated with trying to get this building ready, and I'm sure you understand that they can help you with shelving and other things until we volunteered our people to do

00;29;50;18 - 00;30;06;04

Paul H. Dixon

a lot of different things, to work overtime to help this, the subcontractors over there get this building finished. So let's all be patient. I also want us to be patient once we're in. This is going to change our culture.

00;30;07;03 - 00;30;21;11

Paul H. Dixon

It's going to change our traffic pattern, and we really don't know until we get there how long it's going to take to get to the ministry center from the 9:00 class and to get back to the 11:00 classes.

00;30;21;11 - 00;30;41;10

Paul H. Dixon

And they're just a lot of things that we'll have to adjust to as we move in the building. I don't know whether you saw this there. We're going to have some particulars for you tomorrow about tours that will be provided for you and your spouse, for all of us tomorrow evening around the banquet.

00;30;42;00 - 00;30;58;06

Paul H. Dixon

And so I'll share those with you tomorrow. But I thought, I guess you got this in the mail, all of you who live in Cedar Bill. I want to commend Dick Walker and the development office and Roscoe and his office and public relations.

00;30;58;09 - 00;31;21;12

Paul H. Dixon

I think this is one of the slickest things that we've sent out. Something big is happening at CityVille College. We invite you to come, take a tour or take a peek. And we've invited the entire village of Cedar Bill and all those in the Cetaphil Township on Thursday, September the 19th to come between six and 8:00 p.m. and

00;31;21;13 - 00;31;42;16

Paul H. Dixon

tour the ministry center to some of the people who've never toured our other building. So we have an opportunity to tour the library and the Engineering Nursing Science Center, and we're going to provide free Chicago hot dog chicken sandwiches, hot pretzels, ice cream pizza and peanut butter and jelly sandwiches for those under age ten.

00;31;43;07 - 00;31;58;19

Paul H. Dixon

There's going to be free entertainment, Ray Foster's board of Go Jazz Ensemble from Zania and others. It's just going to be terrific. I hope we're going to have a great turnout for the community, but may I encourage you to attend and to interact with the community?

00;32;00;03 - 00;32;14;27

Paul H. Dixon

You know, I really want to go to meet the community. But I would miss one of those Chicago hot dogs for the world. I bet those are great that that vendor comes in from Dayton, you know, sells them there on the streets and Dick Walker lines that up.

00;32;15;05 - 00;32;31;03

Paul H. Dixon

It's just a great time. So let's have a wonderful turnout of our own faculty and staff for that special occasion. I don't know. We've ever done anything quite like it in the history of the college. Let's talk about our finances.

00;32;31;25 - 00;32;52;05

Paul H. Dixon

I'm happy to report that we have again experienced a significant budget surplus at the end of this fiscal year. This has happened for three or four consecutive years significant surpluses. We, of course, run surpluses on an annual basis.

00;32;52;18 - 00;33;10;15

Paul H. Dixon

I, I would suppose that in the history of the college, at least in the past 43 years, we probably have only had about two years that we actually didn't have a surplus when it comes to the ministry center.

00;33;11;18 - 00;33;42;19

Paul H. Dixon

We have been very successful in fundraising. We need \$1.4 million in gifts and commitments by December 30, first to receive the 500,000 dollar Christie Challenge grant and to complete the funding for the Ministry Center. That is a large amount, and we need to pray about it and we all need to be working hard.

00;33;42;25 - 00;33;59;28

Paul H. Dixon

Dr. Clarke and his people are making all kinds of calls and I'll be leaving tomorrow or Wednesday to make a trip to call on three or four more people and then back again and off again and then to go to the West Coast next week.

00;33;59;28 - 00;34;22;07

Paul H. Dixon

And there's just a lot of things that everyone's doing in order to reach this goal. I would like to have this well under \$1,000,000 by the time we get to the dedication and homecoming in October. And if we just had kind of a nice number there of about 700,000 or seven, 50 or 800 that we could challenge

00;34;22;07 - 00;34;38;05

Paul H. Dixon

our trustees and presidents, associates and donors who are there, I think you could be well on our way to reaching that goal. But one of the things that we want to do. We know there are a number of faculty and staff who are new that I'm sure would like to be a part of this.

00;34;38;26 - 00;35;00;09

Paul H. Dixon

And perhaps for the rest of us who've made commitments, we'd like to do some additional gifting and commitments in order to reach that goal. So I've asked Dr. Clark and his people if they would prepare a mailing and a new commitment sheet for all of us to come in the mailbox.

00;35;00;17 - 00;35;19;24

Paul H. Dixon

And so we can talk it over with our spouses and pray about it and see as faculty and staff. If we can't commit some more dollars towards this goal, as some of you will recall, the faculty and staff took is their goal to provide the chapel pews.

00;35;20;16 - 00;35;58;05

Paul H. Dixon

The cost is \$234,742 to date. 97 staff, 82 faculty, seven administrators have made commitments to this project. This counts both spouses of participating couples. And the faculty and staff have committed \$207,442. So we need \$27,300 in order to pay for the pews on the part of the faculty and staff.

00;35;58;21 - 00;36;19;26

Paul H. Dixon

So that's kind of a goal and a challenge to put out there in front of you. one of the things that I wanted to do this year, I haven't done for a while. Is to just look back on this past year and this past summer as to what's been happening.

00;36;21;06 - 00;36;41;03

Paul H. Dixon

Every year. For the June trustee meeting. I prepare an annual report, the chancellor, Dr. Jeremiah Repair, prepares an annual report and so do all the vice presidents. And we send those one page both sides has to be condensed to the board.

00;36;43;11 - 00;36;59;20

Paul H. Dixon

When they see that they've all known how much has been taking place, but it just literally blows the board away, we get so many favorable comments. And this year at our planning retreat in Cincinnati, we said, I wonder if the faculty and the staff would be interested in seeing that.

00;37;01;08 - 00;37;22;17

Paul H. Dixon

So what I've done is we have condensed as a team those reports to share with you and a fuller report is available on the network. And you will be receiving information as to how you can access those reports in a condensed form for faculty and staff.

00;37;23;29 - 00;37;41;22

Paul H. Dixon

Through the network. I also want to mention that we have added to our annual reports. The accomplishments of the summer. Because I think that's certainly important to you. I would also remind you that this is a corporate effort.

00;37;43;07 - 00;37;58;09

Paul H. Dixon

All of us together accomplish this. There's not a person seated here, except for those who are joining with us for the first time. Who have not contributed to the good things that God has done during this last academic year.

00;37;59;25 - 00;38;16;06

Paul H. Dixon

We'll talk about the business division annual report, and I'll come back to physical plant, new construction and so forth in a minute, but relative to personnel, we had a change to our tie a craft which all of us are excited about.

00;38;16;23 - 00;38;40;18

Paul H. Dixon

For our pension, we developed and implemented the pension matching program. So that. We have 8% of salary that automatically goes into pension, and now if we put in 2%, the college adds another 1%. So theoretically, there can be 11% of our salary going in toward pension.

00;38;41;18 - 00;38;54;26

Paul H. Dixon

And I just want to stress again it, you ought to do that. 2% of your salary, as you add it up, certainly is a lot of money, but you won't regret it and you'll probably find a way to cover it.

00;38;55;07 - 00;39;17;17

Paul H. Dixon

And I surely hope that every faculty member and staff member will take advantage of that matching program and held retirement seminars for specific groups. For instance, those aged 55 and older or older in the security area upgraded a nine month officer position to full time for twelve months.

00;39;19;04 - 00;39;41;06

Paul H. Dixon

We also replaced two patrol vehicles established at campus-wide after hours building use policy. In the comptroller's office installed and electronic funds transfer system for transferring student loan funds. Excellent program. Very advantageous. Helpful because of the technology that's available.



00;39;41;18 - 00;40;14;27

Paul H. Dixon

Completed a major study of endowment and trust funds. Created a network based textbook order system for students. It just saves them all kinds of time. And then when we think about the physical plant, new construction. Certainly, the ministry center has been major replace the role the downspouts for Lawler printing Maddox Williams Patterson Clinic installed sidewalks and lights

00;40;14;27 - 00;40;33;19

Paul H. Dixon

from the Athletic Center to make Majestic and McKinney minor and from the water tower to and around the tennis courts. Completed phase two of the Faith Hall retrofit project and some of you long termers, if you haven't had a chance to get over there and see what's happening to faith, you really ought to do it.

00;40;34;21 - 00;40;57;26

Paul H. Dixon

Completed phase one of the residence hall upgrades, paint and carpet lighting, etc.. Marshall and Carr. We gave those guys some showers to. They have been all these years. Some of you faculty you when you were students, you stayed over there and you had to take showers in bathtubs.

00;40;58;05 - 00;41;13;24

Paul H. Dixon

I hate taking showers and bathtubs and and these male students have had to take showers and bathtubs all these years. And we put them in showers just this this year, and we took the bathtubs and moved those over to the women's dormitories and.

00;41;18;01 - 00;41;48;18

Paul H. Dixon

I'm going to save every dollar we can, right, just enhance the back of the house operations in the cafeteria by reconfiguring the dish pit. Resurface the outside running track, major expenditure, but definitely necessary. We purchased 64 acres of farmland east of 72 and north of the intramural fields where our land ends with the intramural fields we bought

00;41;48;18 - 00;42;09;23

Paul H. Dixon

64 or more acres. Going out there, that red barn, all of that property into there, going up to the the line, the fence line where it has a white sign relative to some planning. So for rescheduled installation of a lift in the athletic center to meet the ADA requirements, we were going to put in an elevator and

00;42;09;25 - 00;42;21;18

Paul H. Dixon

couldn't believe how expensive it was. I think, John, maybe it ended up being like a quarter of \$1,000,000 or something to put in an elevator.

And so they came back and suggested we put a lift in and we're going to do that.

00;42;21;18 - 00;42;42;18

Paul H. Dixon

A very nice lift that will facilitate our needs for the for our handicapped students and visitors completed numerous small office remodeling projects resurfaced, sealed and stripe. Several parking lots remodeled the Hall of Mirrors and The Athletic Center as the new Varsity Room.

00;42;42;18 - 00;43;01;04

Paul H. Dixon

We had to take the Varsity Room last year make it into offices so where the Hall of Mirrors is upstairs. Beautiful area for all of that needed for a new Varsity Room. Replace the brick on the west side of Madix.

00;43;01;04 - 00;43;13;13

Paul H. Dixon

Completed a new portico at the southeast entrance, as some of you've noticed, were taken out the parking lot. And that's going to be a green space there in Madix, and the parking lot comes around on the other side.

00;43;14;16 - 00;43;30;08

Paul H. Dixon

Many other things accomplished, but those are just a few. Here's the annual report to the board of trustees and back to wood and personnel. We hired twelve new faculty for 9690 73 faculty with over 70 years of service.

00;43;30;08 - 00;43;52;11

Paul H. Dixon

Retired held our first Faith Learning Institute, implemented a series of faculty development doctoral studies. We placed all seating at phase one, 380, six computers with Pentium. We added retractable bleachers, additional seating for four 60 in the Stranahan Gymnasium.

00;43;53;06 - 00;44;19;10

Paul H. Dixon

We constructed nine new tennis courts, three of which are lighted. Upgraded all faculty computers to four, eight, six and five. 86 models, built two new classrooms and instructional darkroom in the fine arts. We upgraded Office Technology Labs, one with third link system.

00;44;20;06 - 00;44;39;04

Paul H. Dixon

We added additional computer classrooms. 21 stations and the library language lab. Many of you would not know that that's just been taking place even in recent days, and this is an announcement that I'm happy to make. We put together a task team on technological upgrades of the classrooms.

00;44;39;16 - 00;45;05;10

Paul H. Dixon

Report came in the summer and we are spending \$180,000 to upgrade 14 classrooms and instructional technology. I think this is a major advance for the academic enterprise at Citadel College. They're going to do it immediately in the ministry center, some other classrooms, and we'll kind of phase it in over the course of the academic year.

00;45;07;02 - 00;45;39;08

Paul H. Dixon

New programs and physics, the new major in physics physics education approves general education requirement for capstone courses, major implemented requirements for earning a second baccalaureate degree established obtained five year accreditation from the Association of Christian Schools International. Had a major revision in the honors program curriculum, three year seminar schedule, develop new minor and missions Business Advisory Council

00;45;39;08 - 00;46;02;20

Paul H. Dixon

formed and had its first annual meeting. Think every department ought to have an advisory council? I am sold on Advisory Council. It accomplishes so much for you as a department academically, but it also accomplishes so much in cultivating new friends for the college and getting people involved, the more people who can have a sense of ownership in

00;46;02;20 - 00;46;26;28

Paul H. Dixon

the institution. That bodes well for the future of the institution relative to mission relative to prayer support, financial support, hiring of our students. Assessment plan approved by the North Central Association, who requested to use our plan as a model for other institutions, New Minor in art was approved.

00;46;27;11 - 00;46;54;28

Paul H. Dixon

Significant revisions to the athletic training, church, music and philosophy majors. We hosted 50 to Christian College Coalition institutions and a computer network and technology conference. We implemented an automated degree audit system with access on Cedar Nap, and Dr. Warren Armstrong was used as a consultant on the whole academic restructuring or reorganization at sea.

00;46;54;28 - 00;47;23;25

Paul H. Dixon

Davila was very helpful having Dr. Armstrong on campus and the recommendations that he shared with us and some I'll share with you a bit later in development record giving for the year \$7.3 million. Records an annual fund plan giving KDR, the ministry said her campaign a new record for a capital effort, the largest single gift in the college

00;47;23;25 - 00;47;39;03

Paul H. Dixon

history. I might add there have been more. Some of you remember when we used to say there had never been 1,000,000 dollar gift to the college. We

have had several million dollar gifts to this particular campaign and several million dollar commitments.

00;47;39;27 - 00;48;07;08

Paul H. Dixon

The fourth challenge grant from the Kresge Foundation, a national award for our campaign VIDEO alumni, achieved record level of participation and giving. Public relations, new publications in support of various programs, CD-RW Radio, new digital operating system and church relations, record number of churches contacted.

00;48;14;24 - 00;48;33;00

Paul H. Dixon

And student services personnel, new director of career services Luke Gibbs, new director, Patterson Clinic, Debbie MacDonald timeless and loyal work of saying the Entner director of Counseling and Call Ruby earned his Ph.D. in programs an evening of at the Dayton Art Institute.

00;48;33;06 - 00;49;05;29

Paul H. Dixon

We also had exceptional artists series programs. Getting started went well. Career links 13 first time employer visits to campus. That continued success and expansion of our fit to be tied, those are for engaged couples on campus supervision of a counseling intern, significant progress in the electronic processing of financial aid, suitable colleges, default rate for the Stafford loan

00;49;05;29 - 00;49;27;23

Paul H. Dixon

one of the lowest in the nation at 1.7% positive student response to two new Thursday live programs, special chapel programs, SGA mission project, arms of Love, a ministry to AIDS patients, excellent leadership of SGA officers and our hosting of the Central State University Summer School students.

00;49;29;09 - 00;49;47;27

Paul H. Dixon

And facilities, of course, we had the completion and occupancy of the three M dorm development of a master plan to upgrade the older residence halls, major renovations in Faith and Marshall Car. We purchased \$100,000 in replacement residence hall furniture.

00;49;50;13 - 00;50;18;12

Paul H. Dixon

And Christian ministries, that was the first year of fine year for our new vice president in that area, Bob Rome. Extensive work on the ministry center because they'll be sharing in that, be occupying it reorganization of the division in the fellowship, a great ministry of 9596 advisory and a successful beginning for the 96, 97 and seven strong

00;50;18;12 - 00;50;33;11

Paul H. Dixon

emphasis on the local church and therefore the decision to do away with Sunday morning services and the Fellowship and simply have the Sunday and

Wednesday evenings. And I might add, I'm very supportive of this and I know Dr. Jeremiah's.

00;50;33;26 - 00;50;52;17

Paul H. Dixon

We provided this Sunday morning service and the fellowship for many, many years simply because of transportation needs and churches weren't big enough to handle our students. But if you are here in recent years, it really is tough because a lot of kids want to get up late.

00;50;52;28 - 00;51;09;09

Paul H. Dixon

Just roll out of bed, show up, be here wasn't a large group trying to pull them in a large auditorium like that. Not a very positive experience. I had Harold look at this before he left. He was moving in this direction to make this change.

00;51;09;15 - 00;51;27;23

Paul H. Dixon

And Bob got in, took us, took what Harold had done, took this, looked at the study and said, Yep, it's time to make that change. And it certainly is. Touring teams, summer teams 158 churches in eight camps. one conference, one summer team conference.

00;51;28;15 - 00;51;51;20

Paul H. Dixon

School, your teams, 146 churches, two schools, one junior retreat. Spring break teams were in 37 churches, seven schools. We ministered in 361 churches, camps and schools during this past academic year. Here are just a few of our spring break teams where they went, where they served.

00;51;52;20 - 00;52;20;19

Paul H. Dixon

Here's our missionary involvement in our Emilia's program. Approximately 300 public decisions in that effort involving 211 students, faculty and staff composing 17 teams in 16 countries at a cost of \$361,000 that these individuals raised or are raising are community ministries involved, 80 teams and 72 ministries.

00;52;20;29 - 00;52;50;02

Paul H. Dixon

55% of our students volunteered for this. Jeff Vesti was appointed the director of Community Ministries. We also made some decisions relative to some expenditures to help this piece of the college. We bought six new trailers for our touring teams six new floor model displays for touring teams and two special offerings totaling \$4,754.

00;52;50;02 - 00;53;11;17

Paul H. Dixon

So that's a look back and how we do thank God for what he accomplished. And it fills us with the enthusiasm as we look to this year and look to the future. Where are we going? Well, one of the things that's often important to say is that we're not going to have an enrollment cap.

00;53;14;02 - 00;53;28;29

Paul H. Dixon

It's a little bit of a misnomer. People say, well, why are we like waiting and have an enrollment cap? And so you have the same number of students every year. You just don't read the stuff from Wheaton. I mean, Wheaton has their cap.

00;53;29;15 - 00;53;40;24

Paul H. Dixon

But this is such a tough business to manage. There have been years that they didn't have room for all the students who showed up. Did you know that Princeton had to bring in trailers last year to take the excess students?

00;53;41;18 - 00;54;02;06

Paul H. Dixon

This is not a science. I mean. And I believe that you have to understand that it's just tough. The larger you get. If you miss it by 1%. Either way, that's 25 students, if you miss it by 2%, either way, that's 50 students.

00;54;03;06 - 00;54;20;15

Paul H. Dixon

We believe as best we can, we want to control growth of around 50 students. It's exciting to look to the future. I wish that you had the facilities can maintain the quality, accomplish everything we wanted to do and even take more.

00;54;21;12 - 00;54;38;05

Paul H. Dixon

But we can't. We think it's important to control the growth. Well, we do think as much as reasonable as many students who can have the suitable college experience, we want them to have that. But as we look to where we are going, we have to think about our strategic plan.

00;54;39;14 - 00;54;57;23

Paul H. Dixon

Strategic planning is the process that an organization uses to assess its current state. And the potential future of its environment, how it fulfills its mission within that environment, and then develops a process to set goals and accomplish those goals on an ongoing basis.

00;54;58;18 - 00;55;17;24

Paul H. Dixon

Therefore, we are involved with strategic planning on an annual basis and as we now look toward our 97, 98 year and beyond, the planning process this year has taken on a little different form. And I wanted to share with you.

00;55;19;10 - 00;55;45;03

Paul H. Dixon

Our objectives. Our priorities when it comes to planning for 97, 98. We've summarized it like this and many, many thanks to all of those who served on the planning committee in 9596 to get us to this point with all

those who worked with Len on the Planning Committee and the formal steering committee, would you please stand so

00;55;45;03 - 00;56;09;27

Paul H. Dixon

many hours goes into planning all those who work with Len? Please stand. Let's let them know how much we appreciate and fairly. Every department has been involved in the process, you've submitted your plans, you've worked closely with your vice president and you have said and as they have looked at it, that one of the key things for

00;56;09;27 - 00;56;32;08

Paul H. Dixon

us in our future is to preserve and enhance our campus culture. Every organization has a culture, whether they know it or not, every church has a culture, every business has a culture, every college and university. And we certainly have one at CityVille.

00;56;32;18 - 00;56;46;09

Paul H. Dixon

It might if we were asked to define that culture and the highlights of our culture, I would probably be a long list that would just come from you. When you think about CityVille, what makes it a real suitable we've already gone over.

00;56;46;09 - 00;57;05;06

Paul H. Dixon

Some of it certainly has to do with mission. That's our culture that we are Christ centered and that we need to constantly articulate that within the institution and without the institution. We're not only Christ centered, but we are Bible center our doctrinal statements.

00;57;06;20 - 00;57;27;26

Paul H. Dixon

Well, we have a we have students from a wide range of churches and background. And we've watched this happen over the years, and as they come to us, if we're to maintain our culture, we have to understand the variations that are now existing not only with the students, but the faculty and staff that we are hiring from

00;57;27;26 - 00;57;51;06

Paul H. Dixon

varied backgrounds. But I would quickly add this. I get concerned when I somehow it's communicated. Well, these kids just aren't conservative anymore. They're coming from these other churches, whatever that means. Or maybe the faculty and staff, you know, there they have been around for all these years and so they aren't as conservative now.

00;57;52;11 - 00;58;06;00

Paul H. Dixon

I don't know if any of us are as conservative. We're living in a culture. It's having a dramatic impact upon all of us. But if you sit in some of the meetings, I sit in with college presidents, Christian College Coalition presidents.

00;58;07;02 - 00;58;35;01

Paul H. Dixon

All of them will say. Senator Bill Moody draw students from a different constituency than we're drawing students. They will say. You are still drawing most of your students from the main line, fundamental conservative evangelical institutions, and they are absolutely right.

00;58;36;09 - 00;59;00;16

Paul H. Dixon

Did you see the factbook? Jack, I don't know whether everybody does every does everybody get the fact, but. Jack Griggs, does this work? If they want a copy, they can get it. If you'd look at that factbook and you'd see where our students are coming from, you'll see again that yes, they're coming from conservative evangelical Baptist churches

00;59;00;26 - 00;59;26;22

Paul H. Dixon

, from IFC churches, from Grace Brethren, churches, the old mainline fundamental institutions. And so it's not like, you know, boy, the college is in trouble because the churches the kids are coming from. I think it's a constant challenge for us, just more because of the culture that we are all surrounded by and the impact that that's having on

00;59;26;22 - 00;59;45;11

Paul H. Dixon

all of us. But we're still getting students and faculty and staff who come from conservative families. What I see one statistic that over 90% of our students live with their moms and dads. That's unheard of in this culture of the wars.

00;59;45;18 - 01;00;08;24

Paul H. Dixon

The high percentage of students who are still living with their mothers and fathers. When we think about our doctrinal statement and we think about our culture and maintaining it, integration is so key to it. And as faculty. You are the role models, as I stand up here as president, I am a role model.

01;00;09;14 - 01;00;39;19

Paul H. Dixon

We are the articulator of all of us know how key that's been. The CityVille and long term faculty have had significant contribution to it. Our culture is a reflection. Of the trustees who are appointed to the board. The hiring and the development of our administrators, our faculty, our staff.

01;00;41;05 - 01;01;07;20

Paul H. Dixon

And together, we are not only cultural maintainer. We also our culture, culture shapers. And together, we determine where the institution is going. Our core curriculum says something about us preserving and enhancing the campus culture. A culture is people.



01;01;08;26 - 01;01;34;18

Paul H. Dixon

Faculty staff. And that's why we need personal interaction. We must not allow the technology of the day to keep us from having their hands on contact with one another. The students, the personal ministries that we have to them, that we have to each other, that we are truly a caring culture.

01;01;36;07 - 01;01;50;12

Paul H. Dixon

Our culture has to do with quality. Excellent. That everything in the name of Jesus Christ ought to have quality stamped all over it, when people think of Cedar Bill, that's what they think of. That's our culture that we are family.

01;01;52;00 - 01;02;10;18

Paul H. Dixon

When we think of our culture and preserving it, that's why administratively, we've made a major commitment to an archivist. Our past is slipping away. We asked Lynne Brock to spend some time working on this, and he took the leave to do it, and he's going to continue the effort.

01;02;10;28 - 01;02;32;23

Paul H. Dixon

We have. To preserve our past. The growth of the collards, the expansion of the college, the technology of the college. They are there. It appears to me in reading the strategic planning report that some people must be afraid of that.

01;02;34;25 - 01;02;59;22

Paul H. Dixon

And that is a legitimate fear. To a degree, I share it. But may I suggest that rather than it being a fear, we view it as an opportunity? Is it possible that all of our growth and all of our expansion and all the technology is going to change our culture and make Cedar Bill some kind of liberal

01;02;59;22 - 01;03;17;23

Paul H. Dixon

institution down the road? Yes, that's possible. But I view with the kind of people that we have and the board that we have and all of you that somehow that's not going to happen, but rather it's going to be an opportunity to make suitable quality, stronger institution.

01;03;18;24 - 01;03;40;00

Paul H. Dixon

We're going to preserve our culture and build on our culture and our mission and our doctrinal statement. I remember about my third year as president. And the first year we were down 65 students, and in the next two years, I think we were up around 300 students and I had students coming to me saying the whole place

01;03;40;00 - 01;03;54;06

Paul H. Dixon

is changing. I liked it when it was small. I liked it one way. Everybody knew one another. We didn't have all these dormitories and all these things going on and knock the decks and you're absolutely destroying this place.

01;03;56;09 - 01;04;10;24

Paul H. Dixon

You know, I heard that in the churches for years. Why our church used to be 100 and now we're 500 and we're just not the same church, no, you reached all these people for Christ. You know, we carried out the great commission.

01;04;10;24 - 01;04;28;02

Paul H. Dixon

We reached out to me. It's what we're supposed to do. And somehow, the idea that if you're big. You're not the same as when you're small. That's true. But you can be even as close when you're big as when you were small.

01;04;30;11 - 01;05;02;25

Paul H. Dixon

So that's number one when it comes to our. Planning priorities is to preserve and enhance the campus culture. Number two. Is to continue to manage the dynamics of change. What does that mean? That means we all know that we're changing, we all know that growth and students and faculty and staff and facilities and programs and technology.

01;05;03;10 - 01;05;29;00

Paul H. Dixon

It's happening all the time around us. So what do we have to do as we manage that? Well, we must have faculty staff development. We must have more training when technology and the use of it. And I think we must do a better job of performance evaluation, evaluating our performance enables us to see whether we're really coping

01;05;29;00 - 01;05;47;09

Paul H. Dixon

as personnel with the change. It's obvious that there has to be academic restructuring. And as many of you know, the department chairs then in working with the faculty and Dr. Wood are taking a hard look at breaking off into school.

01;05;48;20 - 01;06;06;00

Paul H. Dixon

And deans of those schools. I'm announcing today that we are appointing a task team on whether we should change the name of the college, the university. You say I thought that you always said that that would never happen.

01;06;06;20 - 01;06;37;08

Paul H. Dixon

Yeah, but you've heard me say other things that I've changed do. I'm I still am not sure that it will happen. We're going to take a hard look at

what Wheaton did when Wheaton hired Dr. Chase, he came from Viola because he took biology, being Bible from Bible College to buy all the university.

01;06;38;28 - 01;06;56;09

Paul H. Dixon

After they made their study, they decided to stay Wheaton College. There are some very fine institutions that are college, Dartmouth College. The College of Boston. And there are some others I won't name who bear the name of university or somewhat embarrassing.

01;06;59;03 - 01;07;18;26

Paul H. Dixon

When Warren Armstrong was here, he said, Paul, you have to take a look at it because whether you like it or not, CityVille is rapidly becoming a small university. So we at least want to fulfill that challenge, and we have a task team that's going to be looking at whether that's prudent for us.

01;07;21;18 - 01;07;46;00

Paul H. Dixon

We announce that we are making a major move on classroom technology upgrades. We have to do that to manage our change. You saw that student services is committed to residence hall upgrades. I'm beginning to hear from trustees, one trustee I was with recently in another state, said Paul.

01;07;46;00 - 01;08;02;04

Paul H. Dixon

There's only one thing on the campus that I'm unhappy about. I said, what's that? He said the. The disparity in the old norms and the new dawn. He said, as far as I'm concerned, we have to spend major dollars.

01;08;03;01 - 01;08;18;14

Paul H. Dixon

To get at that and to get at it quickly. Well, we have done that this summer. The question is, do we need to move to a new level and spend even more dollars to accomplish that objective? Don record is people have a master plan.

01;08;18;27 - 01;08;39;05

Paul H. Dixon

We just have to see how long it's going to take us to fulfill that master plan. The restructuring of the academic division that I've mentioned, we have to look at summer programming. How do we use our campus in the summertime with all these wonderful filled facilities, God has given our space needs and offices and classrooms and gathering

01;08;39;05 - 01;08;54;05

Paul H. Dixon

spaces. What we're going to do with this chapel as we vacate it, we still have to see and our planning process where all this is going to lead. We have the task team report on a future student union.

01;08;55;27 - 01;09;13;18

Paul H. Dixon

That's the next major campaign in the next major building. We have a task team report on a new health and recreation facility. As many of you know, we've not had adequate space for intramurals, it's put a cramp on our varsity sports and their practice times.

01;09;15;08 - 01;09;29;13

Paul H. Dixon

A major donor had a child here last year and he said, I can't believe there's no place for my child to do the kinds of things in health and recreation that need to be done. And I said, Do I have an idea for you?

01;09;34;08 - 01;09;56;02

Paul H. Dixon

In fact, I will be meeting with that person in just about ten days. To lay out a plan whereby they could fund a major part of this new building, and we wouldn't have to include it in a future campaign, and we'd be able to get at it in a hopefully in a speedy fashion, we'll just have to

01;09;56;02 - 01;10;20;16

Paul H. Dixon

pray about that and see what happens. Drama. We are vacating space and Alford, and so we have asked a task team of those involved with drama to say, what do we need to do to make Alfred something that's very presentable and very functional when it comes to our drama needs?

01;10;21;21 - 01;10;43;15

Paul H. Dixon

And so. Just in recent days, John Angley has taken all three of those reports. Given those two, our architect and said with those needs being out there, i.e. if student union, new student union, one of the main things is a new dining hall, then we have to renovate the college center.

01;10;43;16 - 01;11;00;23

Paul H. Dixon

We've always said you renovate that for classroom space that becomes the major classroom building. We want an architect to look at vacated spaces. These new task team reports and then come back and tell us for so much money, we'll make a study of all this for you.

01;11;01;11 - 01;11;19;15

Paul H. Dixon

And then hopefully, hopefully sometime in the coming months, we'll be able to move and at least begin to strategize as to how we're going to be able to meet those needs. Continue to manage. The dynamics of change. Number three.

01;11;21;19 - 01;11;45;08

Paul H. Dixon

Is to extend the resources of the college. People are our greatest resource, and so as we've already mentioned, we'll mention it again, we have to stress the development of our personnel, our faculty and staff.

We must continue to make a major effort to increase the compensation and to see where we need to be with all of our

01;11;45;08 - 01;12;09;17

Paul H. Dixon

benefits. I frankly think that we have made major steps forward in both. We probably come closer to reaching our objectives on the benefits side. We still have some things we'd like to do on the compensation side. We talk about our resources, you have to talk about our land.

01;12;10;23 - 01;12;36;03

Paul H. Dixon

We have added in the last twelve to 18 months in the neighborhood of 100 acres, which gives us around 260 acres. We are looking at purchasing more land. More farmland. I think it behooves us that any time we can get some land that borders our land, I mean, we don't want to go all the way to Springfield

01;12;37;26 - 01;12;51;18

Paul H. Dixon

. But any time you know, coming back this way and this side of the road, we can get more land. We ought to do it yet never have too much land. I've been around churches and Christian organizations that just didn't have the vision.

01;12;51;25 - 01;13;11;29

Paul H. Dixon

Somebody didn't have a 25 years ago or somebody didn't have it 50 years ago. They don't have enough land and they're surrounded by housing divisions. Nothing they can do. So we want to be sure that should the Lord Terry, future generations of leadership will have the land to do and to fulfill the vision that God gives them

01;13;12;29 - 01;13;29;20

Paul H. Dixon

. Financial aid. We know that we wish we could do more in financial aid. We don't begin to compete in that area. one of the major universities in the area, private, that trustee talking to me last week, said Paul, it's killing us.

01;13;30;19 - 01;13;54;20

Paul H. Dixon

Denison is giving scholarships away to anybody and everybody, and Muskingum is cutting all their costs. They're cutting their tuition costs by \$3,000 and those are two of our major competitors. Well, as someone said to me not long ago, I don't know how you guys get students with a little financial aid that you get.

01;13;55;15 - 01;14;07;09

Paul H. Dixon

And the only answer is we think it's priced right and we think there's good value, but we still know that we need to do more and hope that we can when it comes to our resources and financial aid endowment.

01;14;08;11 - 01;14;28;00

Paul H. Dixon

Yes. The weakest part of Cederberg College is I see it is our lack of endowment. Did you see the almanac and the Chronicle of Higher Education, where they list all those endowments? It's just unbelievable how heavily endowed some institutions are, including some institutions like Wheaton.

01;14;29;05 - 01;14;52;01

Paul H. Dixon

And like missile. And some others that I saw. I believe the day will come. Lord willing, when the world will have a major endowment. As I've mentioned before, we have some things there's someone who set aside a major couple of million dollars to endow a faculty chair in business, it's going to happen at the turn of the

01;14;52;01 - 01;15;02;00

Paul H. Dixon

century. It's not tied to his death. He's put in a trust fund so we can get it. We have some other people are putting in their estates, faculty chairs. It's all going to build. It's all going to happen.

01;15;02;00 - 01;15;24;13

Paul H. Dixon

It's building now. To some degree, most of it goes to financial aid. But I told our administrator. The way we operate the college, the way we manage the college and the way we work at building surpluses. If I had a choice, you have a big endowment out here.

01;15;24;16 - 01;15;45;02

Paul H. Dixon

You take the income off of that endowment and what you do is you committed to general operations. The way we do it, since we don't have the endowment, is we save our money. And we managed fiscally, and we ended up with surpluses, and we do one time things if we need to put a slug of money into

01;15;45;02 - 01;16;00;25

Paul H. Dixon

some upgrading our classroom technology. We have it bang, we spend it. But you know, it's not. It's not that we have to commit that every year out of dental operations if we want to spend major dollars on a big slug of money going out to renovate dormitories.

01;16;01;14 - 01;16;25;25

Paul H. Dixon

Sometimes we have dollars, we can do that. So there's the sense that the way CityVille operates. Now. Probably is better than if we had the long term big endowment. Well, I would hope is when you have new leadership, that day comes and see the bill sitting on that big endowment that we're still managing the college like we

01;16;25;25 - 01;16;43;01

Paul H. Dixon

are today and not sitting back and being secure, as some have done because of a big endowment. I want to encourage and thank all of you for the way that you manage the operating budget of this institution, that makes much of what I share with you possible.

01;16;44;11 - 01;17;06;20

Paul H. Dixon

Campus wide effort to enlarge our constituency, to enlarge our donor base, to enlarge churches who know about suitable for school. We need your help when it comes to talking about our resources, our trustees. Do you know of people of means who share our doctrinal commitment, our commitment to Christ, who could be a trustee, would you tell us

01;17;06;20 - 01;17;30;19

Paul H. Dixon

about them? Do you know of another woman that we could add to our trustee board? We're especially looking for a Christian worker who's the woman that we might add to our trustees. You think of someone. I had a couple of suggestions given to me on Friday or Saturday, and maybe, you know of some someone comes to mind

01;17;30;26 - 01;17;50;14

Paul H. Dixon

. Please do that. But we want to extend the resources of the college and then in conclusion, we want to extend the institutional vision someone one of our graduates said to me on yesterday. How impressed they were with with my vision.

01;17;51;04 - 01;18;05;21

Paul H. Dixon

I said no. It's not my business. Do I have a vision? Yes. But the team has the vision and the board has the vision, and the entire college family has a vision. And now we're talking about graduate programs.

01;18;05;21 - 01;18;18;04

Paul H. Dixon

The task team has come back with their report that the one the department chairs had spent significant time on the graduate programs. We don't know where it's going to go, but we certainly are taking a serious look at it.

01;18;18;14 - 01;18;42;28

Paul H. Dixon

We have a technology committee that's looking at not only what we're doing, but what the future is for technology at Cetaphil. We're taking a hard look at distance learning. Accreditation for specific program. The possibility of centers that Citadel College, i.e. that CityVille College becomes the center for church, music and worship.

01;18;43;13 - 01;19;06;24

Paul H. Dixon

We're going to be sponsoring a summit with many leaders and music coming in this spring. Minority recruitment. National leadership in the areas of integration of faith and learning. That's part of our vision. That's where it is today. What are your dream?

01;19;09;18 - 01;19;26;08

Paul H. Dixon

I hope you have them. And what I want you to do is I want you to dream with us as an administrative team. And to share those dreams with us, I don't care how far out it is, how wild it is when you have a dream.

01;19;26;11 - 01;19;39;10

Paul H. Dixon

Put it on the email and send it to my office. And when we have done this and we've not done it every year, and as I've built that file, it's amazing how many of those dreams have become reality.

01;19;44;15 - 01;20;02;20

Paul H. Dixon

The sum is said. Make a joyful shout to the Lord, all you lions. Serve the Lord with gladness, come before his presence with singing. Know that the Lord, he is God. It is he who has made us and not we ourselves.

01;20;03;26 - 01;20;23;25

Paul H. Dixon

We are his people. And the sheep of his pasture. Enter into his gates with Thanksgiving and into his courts with praise, be thankful to him and bless his name. For the Lord's, good. His mercy is everlasting. His truth endures to all generations.

01;20;25;09 - 01;20;28;20

Paul H. Dixon

And the suitable college family says Amen.